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To: C/OTG

Subject: Final Critique of the Basic Operations Course

In the first section of this critique, I will address myself to the lectures, discussions, presentations, etc. First of all, I believe that there is too much time spent in Arena B. I realize that this is probably a criticism received from every student, but I believe that it is valid. The Arena lacks something; the presentations there are too formal. The Club is a good place to hold lectures and those conducted there were more relaxed and informal. 25X1A

The TSD presentations were very interesting and informative; perhaps the most interesting of all the lectures. I can suggest no changes in regards to these lectures. I thought that the demonstrations were all very informative and enjoyable, these should definitely be kept in the course. Likewise, the films are valuable and should be kept in the schedule. 25X1A14a

The technical training in photography, [REDACTED], was very good. On the whole, the guest lecturers were good but some seemed less prepared than others. In regards to some of the demonstrations, I believe that it would be very valuable if the students could participate in what they were taught. For example, some work with [REDACTED] would have been appreciated. This demonstration was very brief and I learned very little from it. I would have appreciated some practical experience in working with the various [REDACTED]. 25X1A14a

THE BAB lecture was somewhat vague. If the students were able to work with the test [REDACTED], I think that the lecture would have had more effect. Likewise, some practical work in the preparation of [REDACTED] 25X1A14a

[REDACTED] would have been good. As it was set up, the students were told that the equipment was available for our use, but to my knowledge, no one used the materials during the running of the course. 25X1A14a

The [REDACTED] lecture was disappointing. In the evening, I found the lecturers very evasive and not at all honest. I think that this is a valid critique of many of the lecturers. If the students in the BOC are the future "hope" of the agency, I think that they should not be treated as outsiders, a distinct impression I received from several of the lecturers, particularly those from [REDACTED] and those from SB. I think that too much emphasis is placed on SB and not enough on the other divisions in the DDP. For example, no one spoke to us from WH or EUR, and I think this would have been appreciated. I personally didn't appreciate Mr. [REDACTED] 25X1A14a

[REDACTED] 25X1A

He flatly refused and I received the impression that he thought himself above the class and that this was something that he knew and that we would have to discover the secret ourselves. I didn't appreciate his evasiveness on this question and I know that others in the class didn't appreciate it. The [REDACTED] of course, excellent. I think that the lecture on the headquarters tour was unnecessary, since everyone in the course had a tour at headquarters at one time or another. The Headquarters 25X1A

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25X1A9a tour was very good. However, I think that most, if not all of, the students
 25X1A9a had heard Mr. [REDACTED] lecture on CI and I don't think that it is
 unnecessary to keep this lecture in the schedule. Mr. [REDACTED] lecture
 was very good and should be kept in the schedule. I think that the lecture
 25X1A14a and films on [REDACTED] was
 very good and should be left in the course. All in all, the lectures were
 good, but I still think that it would be better to break some of them out
 of Arena B where they are too formal and structured.

I think that more time should be spent on tradecraft than a two hour
 seminar. Some of the students had not had the Ops Fam course and therefore
 had no exposure to tradecraft and were therefore lost in the beginning.

25X1A2g As for the exercises, I enjoyed them all and believe that they should
 be kept in the schedule. I realize that some of the students didn't appreciate
 all of the [REDACTED] exercises, but I believe that the experience gained from
 [REDACTED] is very valuable. The [REDACTED] exercise was very
 25X1A14a good, but I believe that it should come in the beginning of the course
 25X1A2g with, perhaps, a repeat at a later date. I also think that it would be
 valuable to structure the exercise so that some followup to the contacts
 made at the party could be carried out, if this is at all possible. My
 big complaint concerning the exercises is that they didn't overlap. It would
 be more realistic to have the students conducting more than one operation
 at a time. I realize that this probably can't be done since it would
 involve instructors playing several roles at one time, but I do think
 it would be more realistic. In line with this, I would like to suggest
 that if at all possible all the lectures be scheduled for, perhaps, the first
 seven weeks of the course, and then concentrate only on exercises during
 the last part of the course. This would then create the atmosphere of actually
 operating in a station. The business of conducting an agent meeting one
 day and then having a lecture on name tracing at 0800 the next day destroys
 the realism. I realize that again, due to the lack of manpower, scheduling
 problems, etc., this probably can't be effected, but I offer it as a suggestion
 to make the course more valuable and realistic. In line with this, I suggest
 that at a mid-point in the course, the operational areas be changed. Those
 25X1A6a who were in [REDACTED] in the beginning of the course could be sent to [REDACTED]
 25X1A6a and vice versa. This would enable students to become accustomed to working
 in unfamiliar areas. The students could rely on each other's [REDACTED] of
 25X1A14a the various areas to choose [REDACTED] etc.
 25X1A

25X1A2g Some comments on various exercises: [REDACTED] was very valuable and I
 think it should be kept as part of the course. Likewise, I think that the
 25X1A2g [REDACTED] exercise should be retained, even though it is treated lightly
 by most of the students, it is good practice. I think that the exercise
 that was least valuable was [REDACTED], perhaps it could be extended to a two
 25X1A2g meeting problem. I think that three [REDACTED] exercises are all that is
 25X1A14a necessary during the course and for this reason believe that [REDACTED]
 25X1A2g and of course, [REDACTED] should be kept in the course. [REDACTED]
 5X1A2g write-in were valuable and should be retained.

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25X1A2g In regards to [REDACTED] I personally benefited greatly from the
25X1A6a [REDACTED] phase of the exercise. Unfortunately, I don't think that
25X1A2g this holds true for the other members of my team. Some of the individuals
didn't participate as much as I did in the operation since I was [REDACTED]
primary CO. This of course was not a fault of the exercise, but my team
decided that continuity would be broken if COs were switched in mid-stream.
Unfortunately, some of the members of my team felt they were not benefiting
from the exercise. In regards to the [REDACTED] part of the exercise,
25X1A6a I found this to be a great disappointment and a let down. In my mind, the
exercise, rather the second phase of the exercise, was not worth all the
25X1A6a expense involved in getting this to [REDACTED] I think that the exercise
25X1A6a could have been more meaningful in [REDACTED] if for example, the team
would have approached and attempted a recruitment of [REDACTED] I felt that
25X1A6a what benefits were received in [REDACTED] didn't justify the expense of
25X1A2e sending us down there. Perhaps the second phase of the exercise could be
conducted in this area, with a lot less expense. At a recent hashing out
session with my team, we suggested that perhaps the exercise could be

25X1A [REDACTED]

The critiques of the exercises were very valuable and candid, which
was appreciated. I initially thought that the instructors would just
glance over mistakes I made, but I found that this was not the case and
the instructors had good suggestions and constructive criticism.

All in all, I enjoyed the course and benefited greatly from it. I hope
that all that I learned will stay with me. I have no other criticisms of
the course other than outlined above.

25X1A9a [REDACTED]